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## Integration of Economic, Socio-cultural, and Digital Factors into an Attribute-based Model for the Development of the Hospitality Industry

## Integração de Fatores Económicos, Socioculturais e Digitais num Modelo Baseado em Atributos para o Desenvolvimento da Indústria Hoteleira

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### **ABSTRACT**

The hospitality industry is shaped by globalisation, competition, and the post-COVID-19 environment, requiring new strategic management priorities. This study examines how economic, socio-cultural, and digital factors can be integrated into an attribute-based model for sustainable development. Using a systematic and comparative approach, six contexts of sustainability were identified: socio-cultural, economic, environmental, institutional, technological, and regional. The model provides an interdisciplinary framework for adaptive strategies, enabling both targeted enterprise management and effective governmental support. Its application helps optimise business operations, address global challenges, and foster a competitive, resilient hospitality industry tailored to regional specifics.

Keywords: Hospitality industry; Management strategies; Attributive model; Digital technologies; Innovation; Sustainability.

**JEL classification:** L83; Z32; Q01; O33.

## **RESUMO**

A indústria da hospitalidade é moldada pela globalização, pela concorrência e pelo contexto pós-COVID-19, exigindo novas prioridades na gestão estratégica. Este estudo analisa como os factores económicos, socioculturais e digitais podem ser integrados num modelo baseado em atributos para o desenvolvimento sustentável. Através de uma abordagem sistemática e comparativa, foram identificados seis contextos de sustentabilidade: sociocultural, económico, ambiental, institucional, tecnológico e regional. O modelo oferece uma estrutura interdisciplinar para estratégias adaptativas, permitindo tanto uma gestão empresarial direccionada como um apoio governamental eficaz. A sua aplicação contribui para otimizar as operações empresariais, enfrentar desafios globais e promover uma indústria da hospitalidade competitiva e resiliente, adaptada às especificidades regionais.

## **1. INTRODUCTION**

The leading place in the structure of the modern economy is occupied by the hospitality industry, which is defined as an important tool for implementing social policy, regional development and employment support. Taking into account global challenges, including the COVID-19 pandemic, which have caused radical changes in management practices and have set new requirements for the hospitality business in terms of value, flexibility and technological adaptability. The relevance of this study is due to the need to conceptualize a model of hospitality industry development management based on the integration of economic parameters, socio-cultural guidelines and digital transformations as determining factors of entrepreneurial activity. The intensification of research interest in studying the relationship between these categories in the process of strategic planning of the hospitality industry development is also evidenced in the analyzed scientific sources. The integration of cultural resources and digital innovations into the strategic management of hospitality industry enterprises is increasingly considered as a key factor in ensuring their long-term competitiveness in the conditions of a globalized services market (Kairišs et al., 2023; Abir and Khan, 2022). In this aspect, conducting a comprehensive full-fledged diagnosis of the socio-economic consequences of the COVID-19 pandemic is defined as one of the important analytical tools for identifying new guidelines in adapting management strategies in the hospitality industry (Sanabria-Díaz et al., 2021; Davahli et al., 2020). In particular, it is worth noting that Davahli et al. (2020) focus on social challenges, which in turn are interconnected with the growth of unemployment, while the studies of Pereira et al. (2021), Tanveer et al. (2024), Khatler (2023), and Mizyuk and Melnyk (2021) substantiate the need to implement and integrate the principles of sustainable development into all levels of management activities in the hospitality industry. Despite some scientific progress in the field of strategic management of the hospitality industry, there is a need for a deeper theoretical understanding of the adaptation of management concepts to the specifics of the regional environment. In accordance with the observations of Dragotã et al. (2016), despite the growing attention to this topic, a number of key aspects require further analysis. In particular, digitalization has become an important driver of transformations in the hospitality industry, ensuring its integration into global economic and information processes (Niziaieva et al., 2022). However, it is worth noting that there is a lack of holistic methodological approaches to the integration of digital, economic and socio-cultural variables in the strategy of sustainable development, and at the moment the influence of territorial features on the effectiveness of management concepts in this area remains poorly studied.

Therefore, the purpose of this study is to analyze the influence of economic, socio-cultural and digital factors on the development of the hospitality industry. The main objectives of the study are: identifying key indicators, assessing their significance for maintaining the sustainability of the hospitality industry, studying the impact of regional characteristics on management processes, and forming directions for improving strategic planning in conditions of dynamic transformations.

## 2. LITERATURE REVIEW

Scientific research on the development of the hospitality industry mainly focuses on intersectoral analysis, in which economic, digital, socio-cultural factors are considered as interrelated elements of a sustainable development strategy. It is worth noting that the COVID-19 pandemic has become a critical challenge that has intensified the need to update management decisions and modify the operating conditions in the hospitality industry (Davahli et al., 2020; Matijević et al., 2025). Conceptual approaches to systemic management of the hospitality industry are reflected in the scientific works of Mizyuk and Melnyk (2021), and socio-cultural factors of economic growth are presented in the studies of Kvach et al. (2018), Lopez-Gamero et al. (2023), Giannoukou (2024), Achmad and Yulianah (2022), which forms the basis for the development of an attributive model capable of reflecting the multidimensionality of processes in the hospitality industry. Having analyzed the integration of multifactorial factors in the development of the hospitality industry, it is worth noting that Naherniuk and Kovalenko (2021) focused on the conceptual analysis of the hospitality phenomenon and its key attributes. The issues of the importance of socio-economic indicators in the context of regional development are highlighted in the works of Romanovska et al. (2021). Ideas regarding the integration of elements of the circular economy and sustainable tourism are gaining popularity in the studies of Arzoumanidis et al. (2021) and Kairišs et al. (2023), in particular in connection with the inclusion of cultural heritage in conceptual and practical solutions in project management. In this aspect, socio-cultural factors of interaction play a decisive role, as emphasized in the study of Sarkisian and Tymomir (2019), and mobility as an important factor in increasing business productivity (Ferjanić Hodak, 2017). The spatial differentiation of socio-economic variables and the choice of digital technologies to ensure economic resilience are analyzed in the studies of Monteiro et al. (2017) and Jamalova and Milán (2019).

In the course of developing an attributive model of the development of the hospitality industry, the issue of ensuring the economic security of enterprises becomes of decisive importance, which, as noted by Yakushev et al. (2023), directly depends on the level of managerial competence. In addition, a number of studies, in particular Pereira et al. (2021), Tanveer et al. (2024) and Khatter (2023) focus on the environmental aspects of the hospitality industry, emphasizing the need to implement sustainable practices to preserve the environment. Khaustova et al. (2020) explores the issues of innovative development and economic sustainability, while Premović and Arsić (2020) consider tourism as a socially significant sector that promotes economic growth. Ajmal et al. (2025) focuses on the impact of sustainable development concepts on internal corporate culture, in particular employee behavior, while Kim and Spears (2021) investigate cross-cultural factors in the formation of career expectations in the hospitality industry. Edeh et al. (2022) found that effective talent management – including attracting, developing, and retaining employees – significantly increases employees' discretionary work behavior, which in turn improves the performance and sustainability of hospitality enterprises. Among the key drivers of the transformation of the hospitality industry, the role of foreign direct investment is decisive, which, as Blamoh et al. (2020) note, promotes the internationalization of the hospitality industry, which is confirmed by the experience of Chinese companies in Liberia. Abir and Khan's (2022) study

identifies the importance of digital technologies, in particular ICT, in ensuring the efficiency of operations and business competitiveness in the hospitality industry.

It is worth noting that the COVID-19 pandemic, according to Sanabria-Díaz et al. (2021), has caused significant economic losses in the hospitality industry, which requires flexible management decisions and adaptation. In this context, Agagiu and Iatagan (2023) emphasize the need to introduce innovations that can respond to modern global threats. In the paradigm of the cultural-economic approach, Dragotă et al. (2016) note that the synergy of socio-cultural and economic factors influences the development of financial institutions, recommending the use of a similar method for the hospitality industry. Getzner (2021) argues that spending on the cultural sphere has a positive effect on both social cohesion and the economy of regions. The economic analysis of regional development presented in the work of Khaustova et al. (2020) indicates the importance of ensuring financial sustainability as a factor of competitiveness. Ostovskaya et al. (2020) emphasizes the role of socio-economic development of tourism infrastructure in forming a quality environment for the functioning of the industry. Bayev et al. (2022) established that to ensure the effective functioning of the quality management system in tourism companies, it is necessary to implement organizational and economic mechanisms in accordance with national and international standards, in particular, taking into account both external and internal factors to improve the quality of tourism services. Thus, we can note that the available scientific research indicates the need to implement a holistic approach to managing the development of the hospitality industry, which takes into account the interrelationship of economic, socio-cultural and digital factors in the course of modern transformations.

However, it is worth emphasizing that there is a lack of clear methodological guidelines regarding the effective integration of the socio-cultural component into the hospitality industry management systems, which is critically important for adapting to global challenges. In addition, the mechanisms of the influence of regional specifics on the sustainability and competitiveness of hospitality industry enterprises remain incompletely understood.

### 3. METHODS

Within the framework of this study, an integrated methodological approach was applied, combining several analytical instruments to ensure a comprehensive and multidimensional exploration of the hospitality industry. This approach made it possible to evaluate the complex interactions between economic, digital, and socio-cultural factors, which are decisive for the sustainability of hospitality enterprises under conditions of intensified global competition, rapid technological shifts, and the continuing consequences of the COVID-19 pandemic. The analysis also highlighted the significance of institutional, environmental, and technological aspects, which together form a multi-level system of determinants influencing both short-term performance and long-term strategic stability.

Special attention was paid to the interdependencies among these factors, as they cannot be adequately assessed in isolation. A systematic analysis of their relationships was therefore carried out, allowing the development of a conceptual view of the hospitality industry through the prism of global transformations and regional specificities. In order to

substantiate the findings, content analysis of scientific and professional literature was employed, which enabled the identification of key performance indicators, best practices, and critical trends shaping the trajectory of the sector. The application of comparative analysis further supported the differentiation of management strategies depending on institutional conditions and resource availability.

As a result, the methodological framework elaborated in this research provides not only a theoretical foundation for understanding the drivers of sustainability in the hospitality industry but also a practical basis for designing adaptive and evidence-based strategic solutions. These solutions can be oriented toward enhancing competitiveness, fostering innovation, and ensuring the resilience of enterprises while simultaneously responding to global challenges and aligning with sustainable development goals.

#### 4. RESULTS

The hospitality industry functions as a multifunctional segment of the economy, influencing the formation of national identity, social dynamics and the development of economic ties. It is worth noting that under the influence of new global threats, such as the COVID-19 pandemic and the intensification of integration processes, there is an increasing importance of innovative and sustainable approaches in the strategic management of the industry. The study of socio-cultural, digital and economic indicators (Table 1) allows us to identify key factors of sustainability and competitiveness of hospitality industry enterprises.

Table 1 – Socio-cultural, digital and economic indicators of the hospitality industry

Category	Key indicators	Description
Sociocultural	<ul style="list-style-type: none"> <li>✓ Cultural exchange events (festivals, conferences)</li> <li>✓ Regional tourist attractiveness (heritage, nature, infrastructure)</li> <li>✓ Integration of cultural heritage into services</li> <li>✓ Social cohesion index</li> <li>✓ Intercultural communication</li> </ul>	Reflect the level of cultural dialogue, preservation of traditions, attractiveness of destinations, and tourism's role in strengthening tolerance and social stability.
Economic	<ul style="list-style-type: none"> <li>✓ Dynamics of domestic/foreign investments</li> <li>✓ Financial stability of enterprises</li> <li>✓ Employment in the hospitality sector</li> <li>✓ Pricing indicators (accessibility, competitiveness)</li> <li>✓ Contribution of tourism to GDP</li> </ul>	Characterize financial resilience, market competitiveness, labor market impact, service affordability, and macroeconomic contribution.
Technological	<ul style="list-style-type: none"> <li>✓ Implementation of innovative technologies (AI, automation)</li> <li>✓ Functionality of online booking/support platforms</li> <li>✓ Business digitalization index</li> </ul>	Assess the level of digital transformation, optimization of business processes, and improvements in service quality.
Environmental	<ul style="list-style-type: none"> <li>✓ Energy efficiency of buildings/infrastructure</li> <li>✓ Adoption of circular economy practices</li> <li>✓ Compliance with environmental standards</li> <li>✓ Waste management and recycling programs</li> </ul>	Indicate ecological responsibility, sustainable resource use, and reduction of negative environmental impact.

Socio-economic/ Institutional	<ul style="list-style-type: none"> <li>✓ Dynamics of tourist demand (domestic/ international)</li> <li>✓ Infrastructure development index (transport, hotels, communications)</li> <li>✓ State support (programs, loans, subsidies)</li> </ul>	Define the quality of infrastructure, government involvement, and the overall capacity of the industry to meet demand.
Digital marketing	<ul style="list-style-type: none"> <li>✓ Effectiveness of online/web advertising</li> <li>✓ Google Ads performance (CPC, ROI)</li> <li>✓ Visibility in mobile travel apps</li> <li>✓ Paid search promotion impact</li> <li>✓ Email marketing metrics (open/CTR rates)</li> </ul>	Measure efficiency of digital promotion channels, audience engagement, and contribution to brand awareness and customer loyalty.

Source: Compiled by the author based on Kairišs et al. (2023), Abir and Khan (2022), Sanabria-Diaz et al. (2021), Pereira et al. (2021), Tanveer et al. (2024), Khatter (2023), Nizaiieva et al. (2022).

The development of the hospitality industry is caused by a complex of interconnected socio-cultural, digital and economic determinants that determine the degree of its sustainability and ability to maintain competitive advantages in the conditions of the transformational impact of the global environment. The actualization of the cultural context in the architectonics of the spatial organization of tourist facilities, the integration of high technologies into business processes, as well as compliance with the principles of environmental responsibility form the basis for ensuring the sustainable functioning of industry entities. Support for tourism demand, the development of material and technical and transport infrastructure, as well as state institutional interventions in the form of financial incentives provide hospitality enterprises with the necessary resource base to increase growth potential. At the same time, there is an urgent need to direct scientific research to identify the most relevant strategic models that are able to harmonize the achievement of economic, social and environmental goals.

The modern operating environment of the hospitality industry is characterized by an increased level of complexity and dynamism, which necessitates the implementation of innovative management paradigms sensitive to multifactorial influences – socio-cultural, digital, economic, environmental and technological. The intensification of global economic turbulence, the escalation of competition in the service sector and the increasing frequency of crisis challenges, in particular the COVID-19 pandemic, require a systematic rethinking of management concepts for the development of the industry. In this context, regional specificities significantly affect the effectiveness of management practices, requiring the adaptation of universal models to local conditions.

The role of public policy should be to actively promote the integration of cultural heritage into the tourism product with the use of digital tools as key factors in increasing the competitiveness of the sector. However, insufficient attention to the paradigmatic analysis of the synergistic interaction of cultural, digital and management components creates risks of reducing the level of sustainability of enterprises. This justifies the need to form new scientifically based solutions that would synchronize these factors in a single conceptual field.

In this context, an interdisciplinary approach to modeling management practices in the hospitality sector is considered a necessary condition for developing new adaptive mechanisms for the functioning of the industry. The construction of such models should be based

on the integration of theoretical principles of management, economics, sociology, cultural studies and ecology with empirical data, which emphasizes the critical importance of scientific approaches. It is through the use of modeling that it is possible to form a scientifically based concept of management in the hospitality sector. In this case, the systemic approach treats the hospitality industry as a set of interdependent subsystems that function within a single target environment. Its main goal is to coordinate economic, socio-cultural and environmental determinants of management. Such an approach ensures the optimization of internal processes, increasing the level of managerial efficiency and the adaptive potential of enterprises to changes in the external environment (Mizyuk and Melnyk, 2021).

In the management of hospitality industry entities, the socio-cultural approach involves the integration of cultural, historical and social factors into strategic planning and implementation of management decisions, the implementation of which, in turn, contributes to the growth of the tourist attractiveness of regions, improving the quality of service and more effective representation of local cultural identity in hotel and tourism services (Kairišs et al., 2023). In addition, the above-mentioned approach ensures the formation of sustainable, balanced and socially oriented relationships between host communities and tourist flows, which is directly correlated with the principles of social inclusion and local participation (Sarkisian and Tymomir, 2019).

At the same time, the economic paradigm of hospitality industry management focuses mainly on quantitative performance indicators, such as the level of profitability, the volume of capital investments, financial sustainability and the overall effectiveness of management decisions. This approach serves as the basis for building predictive models of enterprise development, taking into account risk factors, the competitive environment, and the potential for adaptation to the conditions of a globalized economy (Khaustova et al., 2020). The implementation of management practices aimed at reducing negative environmental impact, developing a circular economy, and optimizing the use of natural resources is being updated within the concept of sustainable development, which includes the use of energy-efficient technologies, reducing the consumption of material and energy resources, and modernizing waste processing and disposal systems (Pereira et al., 2021; Tanveer et al., 2024; Khatter, 2023). Due to the widespread introduction of digital technologies, the hospitality industry is undergoing a digital transformation, automated solutions and information and communication systems, the implementation of which contributes to increasing operational productivity, improving the quality of customer service and transforming business models towards greater adaptability and innovation (Abir and Khan, 2022).

In modern hospitality industry enterprises, marketing strategies are based on a detailed analysis of consumer needs, the development and implementation of a differentiated and competitive market offer in accordance with these needs, as well as on approaches aimed at increasing customer loyalty and long-term consumer retention. This approach ensures the effective positioning of enterprises in the market, contributes to the formation of their positive image and competitive advantages (Kim and Spears, 2021). The integration of a systems approach into the process of modeling management decisions in the hospitality sector contributes to the rational use of resource potential, increases the adaptability of enterprises to the competitive environment, and ensures progressive sustainable development of the industry. Taking into account socio-cultural, digital, economic, environmental, and

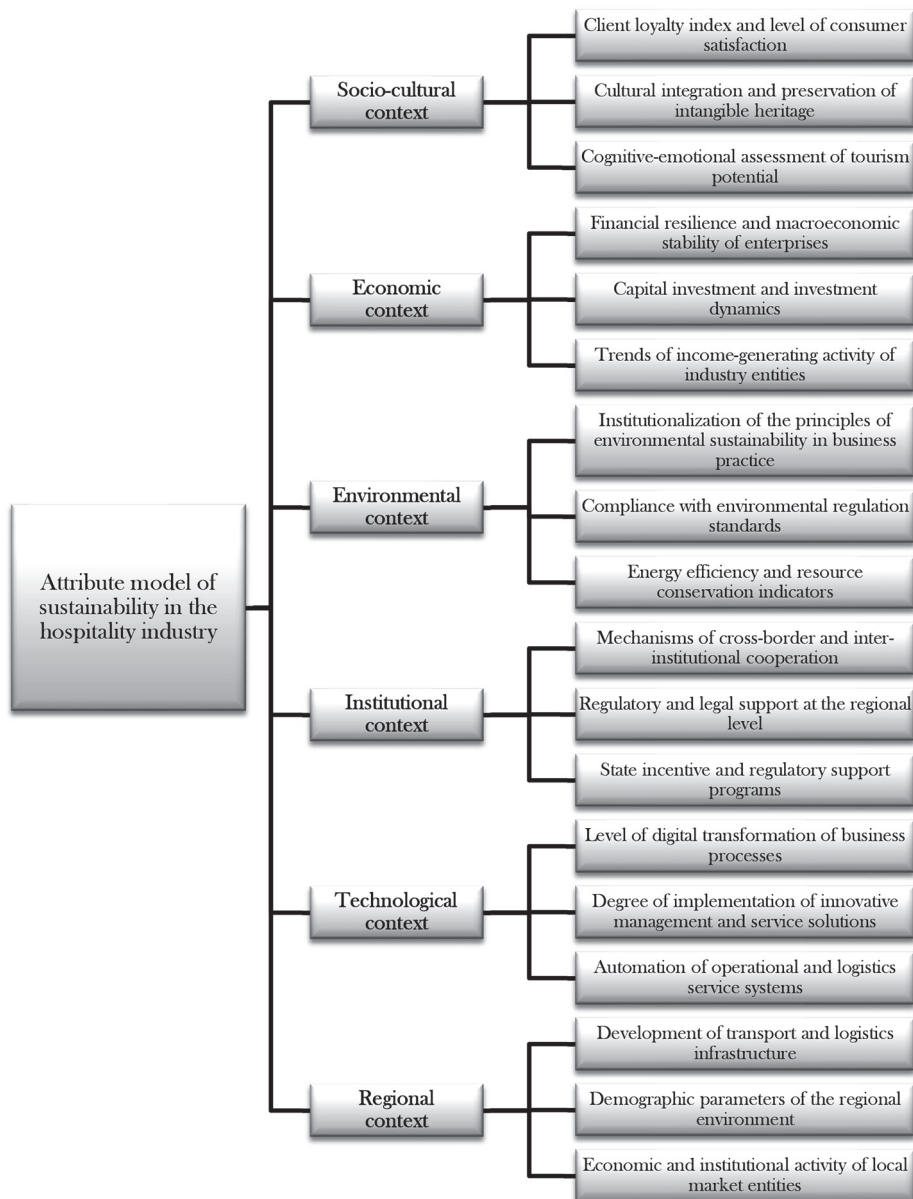
technological determinants allows the industry to respond promptly to global challenges and ensure its sustainable functioning in a dynamic environment.

The COVID-19 pandemic has radically transformed the functioning of hospitality enterprises, provoking profound socio-economic upheavals. Significant operational restrictions, including mobility restrictions, international border closures, and prolonged quarantine measures, have led to a significant reduction in tourism flows and a decrease in industry revenues. In a paper published in 2021, Sanabria-Díaz and colleagues report a decline in demand for services in the hotel and restaurant sector and travel agencies, many of which have temporarily or permanently ceased operations. It is worth noting that the hospitality industry has already experienced a significant reduction in personnel potential, which in turn led to a decrease in the socio-economic well-being of employees in the hospitality industry, as noted in the scientific conclusions of the research by Davahli et al. (2020). In parallel, due to these conditions, a transformation of consumer behavior and a reorientation of customer requests were observed, which in turn led to the need to revise traditional management approaches and implement adaptive business strategies in the hospitality industry.

The leading vector of transformation is the technologization of management and operational processes based on the implementation and use of digital tools and automated solutions in the context of post-crisis adaptation of hospitality industry enterprises. In particular, online booking systems, contactless payment platforms, as well as digital channels of communication with customers have become widespread due to modern conditions. These technological innovations helped mitigate the effects of quarantine restrictions and ensured the functioning of basic services, as noted by Matijević et al. (2025). However, it is worth emphasizing that a set of sanitary and hygienic measures were implemented in parallel, including minimizing physical contact, constant monitoring of the condition of personnel and increasing service safety standards. Therefore, we can note that these actions had a positive impact on increasing the level of trust from consumers, which in turn created the prerequisites for the gradual stabilization of tourism activity (Sanabria-Díaz et al., 2021). In general, the COVID-19 pandemic acted as a catalyst for deep structural transformations, stimulating a rethinking of management paradigms, intensification of innovative activity and acceleration of digital transformation of hospitality industry enterprises.

Figure 1 presents an attributive model for assessing the sustainable development of the hospitality industry, which is built on the basis of regional factors, and its goal is to identify the degree of vulnerability of industry entities to exogenous shocks, as well as an analytical assessment of the effectiveness of the use of resource potential, taking into account the specifics of the regional context. The conceptual basis of the model was formed on an interdisciplinary approach that integrates leading scientific paradigms. The systemic approach includes socio-cultural, digital, economic, environmental, technological and institutional determinants of the functioning of hospitality industry enterprises. Economic, environmental and innovation approaches, in turn, form the basic principles of strategic management focused on financial stability, resource efficiency and the implementation of innovative practices. In conclusion, we can emphasize that the presented model is defined as a tool to support management decision-making adapted to the conditions of regional development and global trends in the functioning of the hospitality industry.

Figure 1 – An attribute model for assessing the sustainability of the hospitality industry development, considering regional peculiarities



It is worth noting that under the holistic multidimensional conceptual construct, which is based on the identification, systematization and integration of key determinants of the effective functioning of hospitality industry business entities in a dynamic and turbulent external environment, there is an attributive model of sustainable development of the hospitality industry. This model represents a structural-integrative approach that covers six critical contexts: socio-cultural, economic, environmental, institutional, technological and regional. The socio-cultural dimension of the model focuses on the phenomenon of tourist attractiveness of territories, deep integration of cultural heritage elements into tourism products, as well as ensuring a high level of satisfaction of consumers of services in the hospitality industry.

The above approach allows not only to increase the adaptability of enterprises to exogenous challenges, but also contributes to the formation of a unique profile of a tourist destination, thereby distinguishing it in a globalized competitive environment. The parameters of the financial stability of enterprises in the hospitality industry, diversification of sources of income, the level of investment activity and the ability to form economic potential are included in the economic dimension of the model of sustainable development of the hospitality industry. In combination, these factors determine the competitiveness of enterprises in the hospitality industry and ensure their long-term economic sustainability.

Integration of energy management principles, implementation of sustainable environmental technologies and practices aimed at minimizing negative environmental impact belong to the environmental component of the sustainable development model of the hospitality industry, which allows reducing the carbon footprint of enterprises and forming an environmentally responsible corporate image, which is gaining particular importance and popularity in the context of increasing environmental regulatory requirements.

The levels of regulatory support at the state and regional levels, as well as the effectiveness of integration mechanisms for interaction with international organizations, are determined by the institutional context of the model of sustainable development of the hospitality industry. It is worth noting that due to the presence of a clear structured state strategy, legislative framework, incentive instruments, etc., all this contributes to stabilizing the conditions for the functioning of the hospitality industry and enhancing its investment attractiveness.

Active implementation of digital innovations, automated management systems, as well as concepts of “smart” technologies that promote increased operational efficiency, quality of service and provide a personalized approach to the consumer, where all these aspects are included in the technological component of the model of sustainable development of the hospitality industry. It is worth noting that the logistics infrastructure, the level of transport accessibility, population density, as well as indices of socio-economic development of territories are taken into account in the regional dimension of the model of sustainable development of the hospitality industry. The complex of these factors forms the basis for the development of differentiated management strategies that are adapted to the spatial specifics of the functioning of the hospitality industry.

The proposed attributive model is distinguished by its systematicity and complexity, which ensures its applicability in the context of developing long-term sustainable development strategies. This model assumes the need for a detailed analysis of potential risks and opportunities, as well as the adaptation of management decisions to spatial features and

global transformational challenges, which, in turn, contributes to maintaining the stability and competitiveness of the industry at the macro and meso levels.

Determinative attention within this model is paid to the socio-cultural block, since it is that which is key in the formation of sustainable management strategies. The priority of cultural sensitivity, the development of intercultural communication, the promotion of social inclusion and the integration of local communities into tourism processes ensure not only an improvement in the quality of services, but also increase the attractiveness of regions for target audiences. Therefore, it is worth noting that the model demonstrates its effectiveness as a conceptual framework for building sustainable development of the hospitality industry in a globalized socio-economic environment (Table 2).

Table 2 – Integration of socio-cultural approaches into the hospitality industry management system to increase its sustainability

Area	Key approaches	Application	Expected results
Environmental Awareness	Eco-centric paradigm, sustainability	Use of eco-friendly/local materials, client awareness campaigns	Lower environmental impact, eco-friendly destination image
Innovative Service	Digitalization, personalization	Mobile apps, AI-based behavioral analysis	Higher efficiency, customer loyalty
Cultural Heritage	Cultural identity as tourism basis	Thematic tours, crafts revival, festivals	Tourism growth, heritage preservation, competitiveness
Intercultural Interaction	Tolerance, inclusivity	Staff training, multilingual content, cultural sensitivity	Trust of international tourists, reputational growth
Accessibility/Inclusion	Equal access for all groups	Infrastructure for disabled, special pricing	Wider audience, social responsibility image
Human Capital	Continuous staff development	Training, motivation systems	Better service, lower turnover, stability
Social Cohesion	Community involvement	Joint initiatives, local products in tourism	Social inclusion, local identity, economic benefits
Service Quality	Feedback-based management	Monitoring via digital tools, surveys	Market adaptability, improved customer experience

Source: Compiled by the author based on Khaustova et al. (2020), Naherniuk and Kovalenko (2021), Sarkisian and Tymomir (2019), Romanovska et al. (2021), Pereira et al. (2021), Tanveer et al. (2024), Khatler (2023).

The use of socio-cultural approaches in the formation and implementation of the hospitality industry development strategy is of great importance for ensuring the comprehensive integration of all key elements of the hospitality industry, including economic, digital and social aspects. These approaches contribute to the formation of sustainable relations between tourists and local communities, thereby improving the quality of services and increasing the level of consumer satisfaction. Socio-cultural approaches enable businesses in the hospitality industry to effectively respond to changes in the global environment, increase their competitiveness and ensure sustainable development. Taking into account these aspects is defined as an integral part of the attributive model of the hospitality industry development,

which promotes not only economic growth, but also socio-cultural stability and digital transformation. Specific cases of integration of socio-cultural factors are given in Table 3.

Table 3 – Cases of integration of socio-cultural approaches into the hospitality industry management system

Case study (Country/Region)	Description	Results
Cultural Tourism (Japan, Kyoto)	An initiative aimed at integrating historical and cultural heritage into tourism itineraries by promoting traditional Japanese crafts, tea ceremonies, and geisha shows.	Development of the city's tourist identity, increased tourist arrivals, enhanced global awareness of Japanese culture, stabilization of income in the creative industries.
Lviv Coffee Festival (Ukraine, Lviv)	An annual event that combines gastronomic practices, local culture, and cultural-entertainment elements to attract domestic tourist flows.	Strengthening of the city's brand as a gastronomic hub, growth in economic activity within the hospitality sector, and stimulation of local employment.
Oktoberfest (Germany, Munich)	A large-scale international beer festival grounded in the integration of Bavarian traditions, national attire, and gastronomy, accompanied by the digitalization of services.	Attraction of millions of international tourists, significant revenue increase in the HORECA sector, preservation of cultural identity, and digital expansion of tourism infrastructure.
Wine Tourism Program (France, Bordeaux)	Thematic routes through vineyards and wineries combining product tasting, cultural immersion, and digital support for guided tours.	Diversification of tourism services, extension of the active tourism season, support for local production, and implementation of smart technologies in wine tourism.
Venetian Carnival (Italy, Venice)	A cultural event project that integrates historical practices, theatrical arts, and international participation through multimedia platforms.	Enhancement of Venice's attractiveness as a center of creative industries, attraction of foreign investment, and integration of digital solutions in event management.

Source: Compiled by the author based on Kairišs et al. (2023), López-Gamero et al. (2023), Giannoukou (2024), Pereira et al. (2021), Tanveer et al. (2024), Khatter (2023), Abir and Khan (2022), Sanabria-Díaz et al. (2021).

Thus, it can be noted that the involvement of socio-cultural factors in the strategic management of the hospitality industry confirms their key role in the formation of sustainable competitive positions and increasing economic efficiency, and their application makes it possible to create attractive tourism products, activate the development of territories and promote the long-term stability of the industry. Within the framework of the attributive development model, this ensures a balanced integration of economic, social and cultural elements into a single management paradigm of the hospitality industry.

## 5. DISCUSSION

The study found that socio-cultural, digital and economic factors play a decisive role in the transformation processes of the hospitality industry, the integration of which provides a comprehensive approach to the formation of a competitive environment. In particular, the cultural value of territories, intercultural interactions, architectural and historical heritage, as well as digital technologies are closely related to the potential for regional development. As Kairišs et al. (2023) emphasize, these indicators are key in shaping the sustainability of the industry. Abir and Khan (2022) detail digital aspects, pointing to the importance of ICT in increasing management efficiency. At the same time, the presence of territorial differences, in particular of an infrastructural nature, significantly limits the possibilities of integrating digital solutions in certain regions (Romanovska et al., 2021). The situation in the Carpathian region of Ukraine, despite its natural and cultural attractiveness, illustrates these structural barriers. Insufficient development of transport infrastructure, limited accommodation, particularly in rural areas, and low income levels make it impossible to develop high-quality tourism services (Khaustova et al., 2020; Naherniuk and Kovalenko, 2021). The lack of proper digital promotion and the low representation of the region in the international tourism space exacerbate these disparities (Pereira et al., 2021; Tanveer et al., 2024; Khatter, 2023). In this regard, achieving the strategic goals of the hospitality industry requires the implementation of regionally focused management solutions aimed at modernizing infrastructure, strengthening digital presence and supporting innovative activities (Khaustova et al., 2020).

The COVID-19 pandemic has become a key milestone in the transformation of the hospitality industry, marking the beginning of a new era that involves a review of economic strategies, socio-cultural approaches and digital management practices. The crisis situation caused large-scale disruptions in the functioning of hospitality enterprises, but at the same time proved to be a powerful impetus for the implementation of innovative digital solutions. Research has shown that those organizations that quickly adapted internal business processes to the new conditions, integrating digital platforms, automated customer service systems and remote work models, experienced less economic pressure and maintained operational stability (Matijević et al., 2025). In addition, a new behavioral demand from consumers for compliance with high standards of sanitary safety has been formed, which, according to the conclusions of Sanabria-Díaz et al. (2021), has led to the emergence of new regulations in the service sector. This has contributed to the reformatting not only of the external aspects of customer interaction, but also of the entire service paradigm. Within the framework of this study, the results are compared with the conclusions of similar scientific works that focus on the ecological and digital rethinking of the industry. Thus, in the works of Pereira et al. (2021), Tanveer et al. (2024) and Khatter (2023), the active implementation of the principles of a circular economy focused on long-term sustainable efficiency is noted. At the same time, as Kallio emphasizes, the level of implementation of these practices significantly depends on the national regulatory field: in some countries, strict environmental legislation stimulates sustainable transformation, while in others, the lack of legal mechanisms inhibits these processes. The relevance of intercultural communication in ensuring a high level of customer satisfaction in the hospitality sector requires further conceptual understanding and

empirical study. The results of the study correlate with the provisions highlighted in the works of Kim and Spears (2021), which emphasize the need to form intercultural competence of personnel as a tool for improving the quality of service. At the same time, the potential of cultural diversity of labor collectives as a factor in increasing the efficiency of enterprise functioning remains insufficiently studied in the context of modern digitalization. The study confirmed the key hypothesis regarding the significance of integrating socio-cultural, economic and technological determinants into strategic management. At the same time, directions for further exploration were outlined, in particular regarding the spatial differentiation of integration processes and the role of innovative technologies in ensuring the sustainability of the hospitality industry in the face of global challenges.

## **6. CONCLUSION**

As a result of the study, we can note the high relevance of the integration of economic, socio-cultural and digital parameters in modeling strategies for the development of the hospitality industry. It was determined that the synergistic effect of combining economic, socio-cultural and digital factors contributes to increasing the ability of the hospitality industry to withstand global risks and strengthens its market position. The study focused on the regional aspect of management, which in turn leads to the implementation of a territorially oriented approach to strategy development. During the study, it was found that digital tools integrated during the pandemic became the basis for the formation of innovative business models. In this context, the role of digital solutions in ensuring the flexibility and adaptability of business structures in the hospitality industry was determined. We also emphasize the importance of cultural competence of personnel and intercultural interaction as elements of ensuring service quality in the hospitality industry. The developed attributive model takes into account six strategic contexts, thereby providing an analytical basis for the further implementation of adaptive management strategies in the hospitality industry.

It is worth noting that one of the main limitations of the study is the insufficient representativeness and fragmentation of regional statistical data, which in turn greatly complicates the implementation of comparative analysis at the inter-country level. Another main limitation is the differences in the regulatory systems and regulatory strategies of different states, which in turn create obstacles to the formation of a universal attributive model of the development of the hospitality industry.

Further scientific exploration should be directed towards the in-depth development of integration approaches that are able to harmonize digital, socio-cultural and economic determinants in global management practices. It is worth emphasizing that a necessary condition for the effective functioning of the hospitality industry is the creation of tools to increase the adaptive potential of business entities to external shocks and crisis situations.

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